



Discovery 2000 Today!

ISSUE NUMBER TWO

TUESDAY, SEPTEMBER 12, 2000

NATIONAL PARK SERVICE GENERAL CONFERENCE

September 11 - 15, 2000

St. Louis, Missouri

E X P E R I E N C E



Y O U R A M E R I C A

T U E S D A Y

NATURAL RESOURCE S T E W A R D S H I P

8:00 a.m. Natural Resource Opening
Plenary - Keynote Address by
Dr. Edward O. Wilson

10:00 a.m. Natural Resource Sessions

1:00 p.m. Natural Resource Sessions

3:00 p.m. Natural Resource Closing
Plenary - Address by Dr. Peter Raven

5:00 p.m. *Expo 2000* Trade Show
Reception

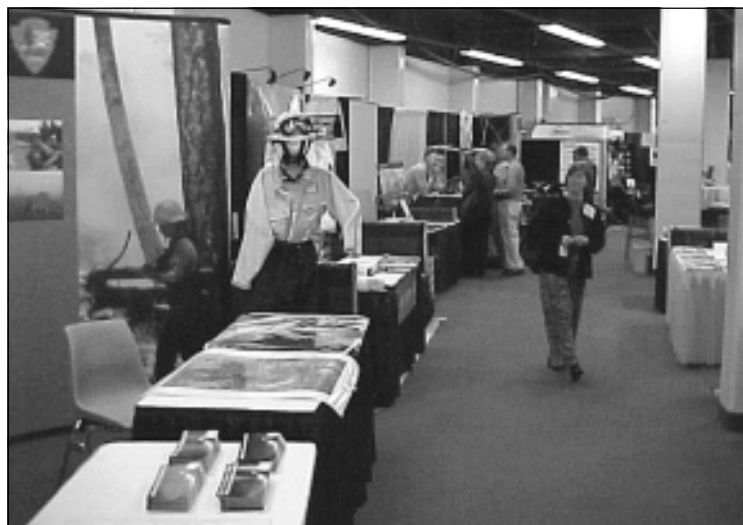
IMPORTANT UPDATE

**N-26 - Integrating NPS Facilities
Design and Operations with Nature**
now meets in Jefferson E

DIRECTOR'S REMARKS

• TECHNICAL DIFFICULTIES •

The disruption of audio and closed-captioning during Director Stanton's Keynote Address Monday was caused by an electrical overload when hotel staff plugged coffee urns into a circuit already carrying power for audio and video equipment. Copies of the Director's remarks will be available today to all conference delegates.



Expo 2000 features NPS fire management among the many displays.

***Expo 2000
Runs
Through
Wednesday
Afternoon***

If the Milky Spore Powder isn't quite what you're looking for, the perhaps a couple of electric four-wheelers is what your park needs.

Both are on display at the *Expo 2000*, along with 76 other booths from a wide variety of commercial vendors, non-profit organizations and NPS programs.

"The idea was to have Expo be more than just be a collection of vendors and program offices, but a group of displays that would mirror the forward-looking aspects of this conference," said Gary Cummins, Harper Ferry Center manager. "You'll find that they are offering products and services that are hi-tech, energy efficient and have a vision."

Other vendors are displaying products such as shade-grown coffee, solar panels, composting systems, and Native American books and music. In addition, NPS program displays include topics such as fire management, accessibility, DARE and sustainability.

The trade show went from idea to move-in in just 10 months, about half the time for an average show of its kind. Cummins said the Jefferson National Parks Association came forward to underwrite the lease for the exhibit space, and then in turn contracted with Sue Husch of Quality Business Services of Moab, Utah, to handle the business aspects of the Expo.

To line up the appropriate mix of vendors, Cummins and others reached out to businesses that fit the model. "We would come to St. Louis for planning meetings and I made a point of visiting trade shows that were going on." That took him to groups as diverse as the Sports Turf Association and the National Guard Association, which was not displaying the latest in tanks, but rather had a theme of environmental responsibility.

Expo opened with a reception Monday night and continues from 9 a.m. to 7 p.m. today, and runs through 1 p.m. on Wednesday.

A. M. E Y E O P E N E R

With a dramatic Harper's Ferry Center film setting the stage by asking "Who are we?" and "What do we value," *Discovery 2000* opened Monday morning with a challenge to the more than 1,200 participants to look toward the future and conceive of the NPS's role in American life in the 21st Century.

"With 128 years of national park experience behind us, we are called to examine the new century," said conference chairman Jerry Rogers. The job for the week is "not to plan the future but conceive it."

Director Robert Stanton carried the theme of a week of work and vision in his opening keynote, urging participants to "think aloud" in a gathering of friends. Describing a "tapestry of America's past," Stanton noted that "the future will come with or without our preparation." He urged the audience to fully engage in the discussions of the week, to dream, anticipate, to speak on behalf of their children, and listen on behalf of other's children.



Bess Sherman sings "America the Beautiful."

Bess Sherman's rendition of "America the Beautiful" was a big hit during the opening conference session. However, her introduction as superintendent of Tuskegee Institute NHS came as a surprise to the site's actual superintendent, Willie Madison. In fact, Bess was assistant superintendent at the park for a time. Now she's on her way to a new position in Washington, DC. Wherever she goes, she'll take her great voice with her!

Renown Naturalist and Author Kicks Off Natural Resource Track

Preeminent biological theorist Dr. Edward O. Wilson will give the Keynote Address at this morning's Opening Plenary session.

Dr. Wilson's career spans more three decades. He first came to national attention in 1967 when he co-authored "The Theory of Island Biogeography" with the late ecologist Robert MacArthur. This seminal work provided the scientific foundation for discourse on the decline of ecosystems. "The loss of biodiversity" according to Wilson "is the folly our descendants are least likely to forgive us."

Wilson has authored more than 20 other books including "Sociobiology: The New Synthesis" which set out the revolutionary theory that human social behaviors have genetic components. He earned his first Pulitzer Prize for "On Human Nature", which was published in 1978. "The Diversity of Life (Questions of Science)" was named one of the outstanding books of the century by the New York Public Library. The New York Times Book Review cited "Naturalist" as one of the best books of 1994.



In 1996, Dr. Wilson was named one of the nation's 25 most influential people by Time magazine. He earned his bachelor's and master's degrees in biology from the University of Alabama, and earned his PhD in biology from Harvard University.

St. Louis Conservationist Wraps Up Natural Resource Track with Closing Plenary Address



Dr. Peter Raven was hailed as one of the "Heroes of the Planet" last year by Time magazine for "doing extraordinary things to preserve and protect the environment."

The internationally known conservationist is Director of the Missouri Botanical Garden, which he transformed into one of the world's leading plant conservation centers. He also serves as the Engelmann Professor of Botany at Washington University here in St. Louis.

The former recipient of the Guggenheim and MacArthur Foundation fellowships taught for nine years at Stanford University prior to coming to St. Louis.

A prolific author, Dr. Raven now focuses much of his time on the menace of a "sixth extinction," which he describes as a potential mass extinction of living organizations caused by human carelessness, commerce, and a burgeoning population.

Dr. Raven is president-elect of the American Association for the Advancement of Science, Home Secretary of the U.S. National Academy of Sciences, and chairman of the National Geographic Society's Committee for Research and Exploration.

Experience Your America Traveling Exhibit Debuts at Discovery 2000



Jefferson National Expansion Memorial interpretive rangers help staff the new exhibit.

The *Experience Your America* traveling exhibit is debuting this week at the entrance to the West Assembly Area in the Regal Riverfront Hotel. This new traveling exhibit raises awareness about the National Park System among citizens who do not visit the parks. The exhibit conveys to visitors four primary experiences offered in parks: Pride, Discovery, Recreation, and Renewal. A changeable area within the exhibit space presents a fifth topic reflective of the particular venue.

The traveling exhibit was conceived in response to information generated by the Message Project that portrayed the public's view of the National Park System as a few large parks in the west and a great place to take a vacation. By presenting an array of engaging and provocative images and objects in the exhibit, visitors from diverse walks of life will begin to make connections with their parks. As they learn more and develop a greater sense of ownership, visitors will also begin the journey from a first memorable experience to caring more about the parks.

Experience Your America is a staffed traveling exhibit designed and built with fee demonstration funds. It is destined for a variety of venues, including trade shows, job fairs, and professional conferences. All exhibit components fit within a standard 10-foot by 10-foot exhibit space. The exhibit breaks down into manageable sections, and packs into six shipping crates.

The exhibit was conceived, designed, and produced in partnership with the Harpers Ferry Center, the Washington Office of Interpretation and Education, and the private companies of Color-Ad of Manassas, Virginia and Multimedia Software of Frederick, Maryland.

Individuals involved with the project included: Chris Dearing, Abby Sue Fisher, Mary Herber, Diane Liggett, Neil MacKay, Corky Mayo, Joyce Morris, Mike Paskowsky, Lisa Royce, and Theresa Vazquez de Vado. The exhibit can be scheduled through the Washington Office of Interpretation and Education.

N E W S

Open House for New Southeast Deputy Regional Director

Drop by the Clark Room this afternoon from 5:00 p.m. - 7:00 p.m. to meet Pat Hooks, the new deputy regional director for the Southeast Region.

Pat joined the NPS payroll on Sunday with attendance at the *Discovery 2000* conference as her first assignment. She was formerly a staff attorney with the regional solicitor's office in Atlanta. All Southeast Region delegates—and others who want to meet her, too!—are invited to the reception. A cash bar will be available.

FEMA Director to Address Conference

Federal Emergency Management Agency Director James Lee Witt has been added to Thursday's conference agenda. He will give the day's closing plenary address. Since taking office in April 1993, Witt has led FEMA through more than 200 Presidentially-declared disasters in all 50 states and territories.

Call for Papers

The Council on America's Military Past (CAMP) will hold its 35th Annual Military History Conference next May 9-13 in Rapid City, South Dakota. The conference emphasis will be on the military activities on the American Frontier from the Lewis and Clark Expedition up to the Cold War and its missile defenses in the West.

Topics for 20-minute talks should be sent by December 15th to Camp '01 Conference Papers, P.O. Box 1151, Fort Myer, VA 22211. For more information, call (703) 912-6124 or fax (703) 912-5666.

Sprawl and Local Conservation: Is It Worth Our Time?



Allan Turnbull, Paul Labowitz, and Steve Golden perform for a captivated audience.

Imagine if you will . . . three developer/political big-wheels grilling burgers, and a certain park superintendent, on a Saturday afternoon . . . With Oscar-worthy performances, session leaders Allan Turnbull, Paul Labowitz and Steve Golden concluded, "that superintendent doesn't know how it works."

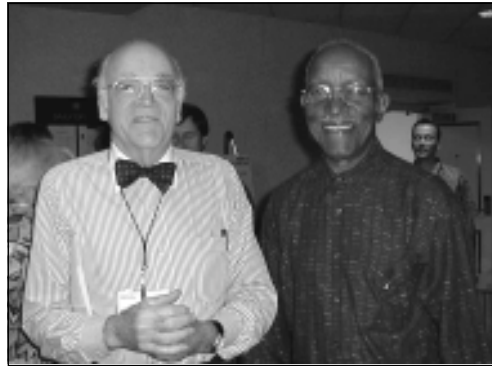
Following the skit, John Debo, CUYA superintendent, Cynthia Whiteford of the Trust for Public Lands (TPL), and Peter Brink, VP of the National Trust for Historic Preservation (NTHP), gave their reactions.

Debo recommends being proactive by devoting time and staff to building relationships at all levels of government. Look at big pictures for the best payoff.

Whiteford said sprawl is surrounding many parks. At Chattahoochee River NRA they went for a large vision—TPL partnered with seven cities, seven counties and other non-profits to protect more land along the river and a greater number of resources.

Brink confirmed that many corporate decisions are made at backyard barbecues and to get ahead you have to be proactive. NRHP's Mainstreet, Rural Heritage, and Heritage Tourism programs provide models to communities of prospective development.

Dr. John Hope Franklin Encourages NPS to Chart a Proud and Promising Future



Dr. John Hope Franklin enjoys a conversation with former NPS Director Roger Kennedy.

In his thoughtful morning address, Dr. John Hope Franklin reflected on changes in years past and challenges in years ahead for the National Park Service.

Dr. Franklin noted that National Park Service employees, partners and devotees "share a common commitment to the natural and cultural values which the National Park Service holds as its core."

The current chair of the NPS Advisory Board spoke encouragingly of the positive change he has seen during his 85 years. In the broadest sense, Franklin notes the Service has broadened from places of natural wonder to include places of natural accomplishment "to include both sadness and celebration."

He noted the importance of the parks to be places where visitors can hear about important, complex subjects such as the struggle for racial justice, women's rights and the rights of workers. Franklin applauded the Service for its increasing candor and its role as a strong supporter of the expansion of sites that relate to all its citizens. In his eyes, the NPS has the unique opportunity to teach "in real places about real history and real nature with real things".

Dr. Franklin believes our society is "on the verge of historical amnesia" and can ill-afford to move ahead in a new century ill-

informed. He believes that in order to respond to the many and varied challenges facing the NPS in the first quarter of the 21st century, we need to :

- Refine our focus on the purposes and prospects of the service and the system,
- Better manage places and programs in partnership with all levels of government and with private industry,
- Respond to and reflect the nation's changing diverse population and demographics in both its workforce and outlook, and
- Rededicate itself to its role as an educational institution that brings more scholars into the parks, and allows more park employees the opportunity to expand their scholarship.



As we move ahead, Franklin exhorts the Service and its many partners to "leave nostalgia and complacency aside" and to "broaden the truths we teach"

in order to deepen the respect of our fellow citizens in order to deepen their support for the Service and its mission.

In our role as protectors and sometime missionaries, he encouraged us to continue to respond to the broad popular constituency of preserving our cultural and natural history and the environment

"We're not looking for easy answers. Nor are we expecting to predict the future. But if we don't envision the future we desire, how can we attempt to achieve it?"

The Message Project: Consistently Branding the NPS Mission

Two years ago, during efforts to improve the marketing of the Golden Eagle Pass, a sobering discovery was made: the American public knows precious little about the National Park System. Focus groups held as part of the market research revealed that people believe there are about five national parks, all of them in the west, and all of them destinations for vacationing.

"The public doesn't know about the scope and variety of the system," said Sue Waldron, chief of the Washington Partnership office.

When people don't know about us, they can't be expected to support the work we do, Waldron explained.

Waldron's point was foreshadowed this morning by John Hope Franklin who said that, for resource preservation, "The first line of defense is a committed public."

Waldron, manager of the Message Project, was joined this morning by Mike Bento, senior vice president, Ogilvy Public Relations Worldwide, David Vela, Superintendent of Palo Alto Battlefield National Historic Site, and John Piltzeker, Superintendent of New Bedford Whaling National Historic Park. They explained the evolution of the project, its goals and its importance to the NPS. Both Vela and Piltzeker have volunteered their parks to be among the seven nationwide that are serving as testing grounds for the Message Project.

The Message Project, funded by the National Park Foundation, began as a reaction to the focus group findings. Waldron held a series of regional workshops with NPS staff, and hundreds of NPS staffers were interviewed as part of an effort to determine how the NPS communicates internally and externally.

Ogilvy Public Relations was brought in to help develop an overall communications plan. Bento said their research revealed "there is no more positive, strong, dynamic

a brand on the planet that the NPS brand expressed through the arrowhead and ranger hat."

The problem Bento said, is that "the parks don't associate themselves with the brand". Working together as one system, using the power of the NPS brand, is the most effective way to get people to understand who we are and what we do, Bento explained. Other factors are also important. To help the public understand the work of the NPS, we need to treat them as stakeholders, not mere visitors.

Messaging is not just a project. This is a way of life.

—David Vela, Palo Alto Battlefield NHS

To encourage this, Bento explained, the NPS needs to do three things. Tell Americans how special these places are; convey the meaningful experiences parks hold for them; and guarantee that those experiences will always be there. These goals have been captured in the message: "The National Park Service cares for special places saved by the American people so that all may experience our heritage".

The tag line for this message, also developed by Ogilvy, and tried out with positive results on focus groups of soccer moms, Hispanic Americans and African Americans, is "Experience Your America."

This message, Bento said, is just "a foot in the door to begin a conversation with the American public." The message project also provides a consistent visual identity for the NPS, improved internal employee communications, and improvements in our ability to communicate effectively with the public.

"Messaging is not just a project," Vela said. "This is a way of life."

Authenticity Meets Magic

Past NPS Director Roger Kennedy and Kym Murphy from Disney led a discussion about whether or not it's necessary for something to be authentic to be true and whether entertainment and education should be separate or commingled.

Murphy talked about "The Living Seas" project he developed for Disney's Epcot Center. He described the process by which projects are developed, emphasizing the importance that everything they do at Disney is based on telling stories. He endorsed an approach which "mixes magic and creativity with authenticity."

Murphy noted it requires sophisticated science to make such projects work, and that Disney employs 30 scientists. The Disney Institute and the Disney Wilderness Preserve augment the entertainment-oriented projects and provide environmental education and outreach to visitors and others.

Kennedy emphasized the importance of Park Service employees in making stories come alive. He said the Service has "the real stuff" in a world desperate for real experiences, and that park staff should use their talents to educate and interest visitors. "Your franchise is the truth," he said, adding that visitor reaction to the real and unique can't be matched by reactions to the virtual.

There was disagreement on whether or not education and entertainment can or should be separated. Murphy felt that the two are inextricably intertwined in parks. He said that we're entertainers whether we like it or not.

Several participants emphasized that the NPS often tells stories that don't have entertainment value but are vital to our heritage, that some things worth preserving and interpreting aren't marketable, and that the NPS manages our unique collective heritage and shouldn't compromise it with that which is not real.

Session Urges Parks to Broaden Stories

Every history park should answer three basic questions through its interpretive program—what happened, why did it occur and what does it mean?

This was the conclusion of NPS chief historian Dwight T. Pitcaithley during a well-attended Monday afternoon session entitled “Just the Facts Ma’am: Why is Context So Controversial?” “We need to tell visitors why it’s important that America’s taxpayers are funding this place,” Pitcaithley said. He said most parks are very good at telling visitors the story of “what happened here,” relating the details of a particular battle or historical event.

“What we do less well is to answer the questions of context and so what: Why did the battle occur or the war occur, and what does it all mean?” he added. Pitcaithley noted, however, that parks are doing much better at answering the context and the so what questions, probably due to efforts like those of Rep. Jesse Jackson Jr. (D-III.) to force the Park Service to interpret slavery.

One way to interpret differing viewpoints of history would be a spoke analysis, with the event at the hub and individual spokes representing points of view from different groups or cultures. “Maybe what we need is a more diverse group of subject matter experts,” he said.

The historian’s partner in leading the session was Cindy MacLeod, superintendent of Richmond National Battlefield Park and Maggie L. Walker NHS. “Some people get shocked and upset when we tell them something different from what they have always thought,” she said. “But the public can handle a lot more than we give them credit for and we must make sure visitors can understand the meaning of our sites. We can make giant steps on the path of linking sites and events together. As someone once put it, be relevant or become a relic.”

The New Diplomacy—Parks Become Tools of Statesmanship in the 21st Century

During yesterday’s breakout sessions, a group came together to envision the future of the NPS international programs. From the Republic of Georgia to Jordan, the National Park Service’s international programs have proven to be a critical tool in helping preserve fragile ecosystems and cultural resources in nearly every corner of the Earth. Yet, in this increasingly global world, marked by the end of the Cold War and nations subsequently struggling to modernize, our international programs have evolved to include an additional role – diplomacy. Even just a few years ago, the United States’ diplomatic strategies were far different. But now, the traditional diplomatic machinery has changed. As Eric Leif, a senior State Department advisor to Secretary Albright, said during the breakout session, “This is not your father’s State Department” anymore.

This is not your father’s State Department anymore.

—Eric Leif, U.S. State Department

One of the best illustrations of two nations working cooperatively to achieve international conservation, as well as foreign policy goals, is illustrated in the United States and Russia’s efforts to designate Beringia, a vast arctic area in western Alaska and eastern Russia, as an international park. Bob Barbee, the NPS Alaska Regional Director, has been intimately involved in this initiative for many years. The project envisions a series of parks on both sides of the border that would share information and management responsibilities. The Beringia effort’s objectives are to sustain the cultural vitality of native peoples in the region and promote

free international communication and cooperation in the Beringia region. The program also allows the exchange of personnel for GIS programs and other technical specialties. Although the U.S. has designated parks, such as Bering Land Bridge National Preserve and Kobuk Valley National Park, in the region, Russia has not. The two nations are continuing to work together to achieve this vision.

As developing nations recognize their own priceless natural and cultural heritage, the NPS can provide assistance in many forms. Indiana Dunes National Lakeshore has taken this idea a step further by establishing a formal relationship with a sister park – Kampinoski National Park in Poland. The sister park relationship recognizes that international cooperation is not merely an opportunity to provide technical assistance to another country, but is a two-way street, from which the NPS can also benefit from another nation’s experience. Although both parks are thousands of miles apart, the similarities are striking. Both Kampinoski and Indiana Dunes include large sand dunes. Both parks’ landscapes were created after the retreat of continental glaciers. And, as Indiana Dunes Superintendent Dale Enquist said, both parks are adjacent to the Poland’s two largest cities: Warsaw and Chicago.

One commonality emerged from the session participants’ thoughts: the world grew smaller in the twentieth century, and it will only continue to shrink in the twenty-first century. U.S. national parks and NPS employees will be no stranger in the international parks and protected areas arena.

Small Parks with Big Ideas: Helping Underserved Communities 'Own' Their Own Culture

"Recovering Superintendent" Bill Gwaltney, now Chief of Interpretation at Rocky Mountain National Park, and "Addicted Superintendent" Duane Alire of Pecos National Monument, presented a thought-provoking session focusing on outreach opportunities as part of Monday's Cultural Resources Track.

Alire kicked off the session by relating his experience at Pecos in repatriation, return, and reburial of ancestral remains both in accordance with NAGPRA, and while working with 12 individual tribes, five museums, and three local Hispanic communities. With no reference books to rely upon, nor plans to follow, Alire's choice of an agency to consult, the Department of Defense, seemed unusual, but ultimately completely logical. At the time, the identity of the remains within the Tomb of the Unknowns had recently been determined, so Alire closely followed DOD's handling of the return of the soldier's remains to his family as an example of "how it's done." Finally on May 22, 1999, in perhaps the largest reburial of its kind, the more than 2000 human ancestral remains were laid to rest in a 6-foot deep, 10-foot wide, 600-foot long mass grave with the privacy, dignity, and honor representative of a state funeral.

Alire attributes the success of the effort to many factors, including: minimal involvement of legal staff, almost no written letters between the NPS and the tribes, open and frank communication, staying within the law as he understood it, and recognizing that it was an issue of government-to-government relations.

Gwaltney outlined an outreach program established at Fort Laramie National Historic Site to connect "at risk" Denver youth to the national parks. Sixty urban youth 'culture campers,' who range in age from 11-13, and who live within the viewshed of the Rocky Mountains but never actually visit

them, travel to Rocky Mountain National Park to connect with nature, and appreciate the multi-cultural history of the American West through activities such as horseback riding, adobe brickmaking, playing both period army games and Hispanic and Native American games, and preparing period food.

Gwaltney feels partnerships within the NPS (Rocky Mountain, Great Sand Dunes, Bent's Fort, and Mesa Verde), with outside agencies (Colorado Historical Society, Fort Garland State Historic Site, National Trust for Historic Preservation, and Student Conservation Association), and with community partners (Blanca-Fort Garland Community Center, MADD DADS, Jim Beckwourth Mountain Club, Denver Indian Center, I Have a Dream Foundation, and Denver Friends, Inc.) have been the reason for the success of this program now entering its sixth year.

Participants expressed a number of forward-thinking ideas as well as concerns shared by park leaders today.

Consensus among participants was that the three most important factors in developing a successful community outreach program are partnerships, partnerships, and partnerships. Funding, always an issue, must be addressed through grants (visit www.sonoran.org for a list of more than 1,000 sources). Community foundations who would likely have a stake in the outcome of your program are another good partner.

Perseverance and commitment are other key factors. Don't take no for an answer. If you determine or are told it can't be done one way, you must find another.

As one participant summed up, look in your toolbox, and if you don't have the tools you need, find sources in the community to provide them.

A WIDENING CIRCLE

"The challenge for today's leadership," Northeast Regional Director Marie Rust said during Monday afternoon's "Widening the Circle" discussion of cultural bias, "is the process of reconsideration."

A roomful of park and regional employees nodded agreement at Rust's notion that "it's not the American people (who can't accept change), it's that the agency doesn't like change" with its accompanying financial and political components.

"It will require significant risk taking . . . to tell the truth and risk some money," she added. This was one of the points made by the audience at the session led by NPS moderator Pat Tiller and Catherine Bishir of the North Carolina Department of Cultural Resources.

Bishir began the lively discussion by suggesting "we can't have culture without its bias" and that the resource management program be called "cultural bias management." She came to these conclusions after defining the two words—cultural and bias—and concluding that most accept the phrase to mean a "shared value."

"It's hard to make changes with the power of how (the message of) history got started," she said.

She suggested the discussion of cultural bias be focused on three "isms," including generationalism or the belief that "we've got it right;" materialism and the obsession with things; and professionalism, "a notion that is only 100 years old."



EXPERIENCE
YOUR
AMERICA

DNA Technology— Curse or Blessing?

It's both. Unraveling the mysteries of human biology and discerning differences in ancient remains present difficult, ethical questions. How can science help identify origins? Should it? The complexities of the issues surrounding human DNA research, particularly as it affects ancient human remains in the United States are tough to

sort out. However, there is growing interest in the potential to build on what we have learned about the movement of Native American peoples and what affected their lives including how they died. DNA technology can help us understand the past, the present and the future. It is envisioned that on-going collaboration between the scientific community and tribes must be built on a foundation of mutual respect and understanding.

• Q U I T E F R A N K L Y •



The National Park Service cares for special places saved by the American people so that all may experience our heritage.

TUESDAY'S WEATHER

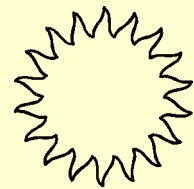
September 12, 2000



Expect cloudy skies in the morning with hazy conditions giving way to a brightening sky. Breezy and less humid with a high temperature reaching 79 degrees. Expect a low of 56 degrees

WEDNESDAY'S WEATHER

September 13, 2000



Expect bright sunshine and warmer temperatures reaching a high of 80 degrees. The low temperature is expected to reach 63 degrees.

YOU'RE INVITED!

National Trails System Interest Group

Does a national scenic or historic trail cross your park? Are you a trail partner or advocate? Would you like to learn more about the National Trail System?

If so, come join us for an informal get-together and supper Tuesday evening. Gather at 6:00 p.m. at the cafe tables under the escalator outside the LaCled Room. For more information, see Steve Elkington, Marriott room 2140.